

GOALS AND OBJECTIVES WORKSHEET

For

Larissa Harper, Downtown Director

Oct. 9, 2017 To Oct. 9, 2018
Beginning Date Target Date



1. GOAL AND OBJECTIVE

Concentration Area: Overall Operations

Continue to build the Downtown Development Department into a valued public resource and efficient redevelopment engine, providing support for the non-profit Downtown Salisbury Inc. (DSI), the City's contracted public-private partner, by assisting with DSI's operations and program of work, which works in tandem with the City Council and Downtown Development's goals to increase economic development within the MSD.

PLANNED ACTIONS

- Assist with planning & implementing DSI's Calendar of Events
- Within the scope of Economic Development for Downtown, collaborate w/other City Departments on initiatives beyond the MSD boundaries
- Hire experienced Events Coordinator with additional Marketing Duties
- Hire full-time Administrative Assistant
- Search for office location that provides more public accessibility
- Cross train new employee(s) on basic operation systems for Dept&DSI
- Introduce new team to public via social media/other platforms/face to face
- Reinforce/Encourage Salisbury University & SWAY activities w/staff
- Encourage continual professional and personal development for staff
- Educate public on the Goals, Objectives, Program of Work thru various media

TIMELINE

Present/Ongoing

FY17-18, 18-19/Ongoing

By early/mid October 2018

By January 2019

By January 2019

Within 1 month of hiring

Within 2 mo. of hiring/Ongoing

From 1st day of hiring

Ongoing

Ongoing

EVIDENCE OF PROGRESS/ACHIEVEMENT

- ✓ Assisted in planning, implementing, and worked 12 of 12 DSI events
- ✓ Revived four (4) DSI Committees + BOD & began meeting regularly again
- ✓ Assisted in creating/implementing new DSI Design Cmte Window program
- ✓ Assisted in creating/implementing new DSI business retention programs
- ✓ Performed Organization Assessment & Received National Accreditation
- ✓ Planned/Implemented Board Retreat with NC Main Street Center Guidance
- ✓ Engaged Board Officers in updating documents and best practices
- ✓ Accumulated info, submitted required report to NC Dept.ofCommerce/MS
- ✓ Attended 1 of 2 Main Street Director Trainings (1 mandatory; 2 preferred)
- ✓ Analyzed/Improved Budgets for Dept. & DSI
- ✓ Attended & Provided Info for Chit, Chat, & Chew Community Engagement
- ✓ Collaborated with Planning & Engineering Staff Re: Plaza Hotel RFP
- ✓ Hired experienced Events & Marketing Coordinator
- ✓ Hired full-time Administrative Specialist
- ✓ Cross-trained two new employees on operation systems for Dept.&DSI
- ✓ Relocated offices to 1st floor of City Hall
- ✓ Have had three or more articles in Salisbury Post
- ✓ Relationships with DSI Board Officers have improved

TIMELINE

Oct. 2017 to Present

Began October 2017 & Ongoing

February 2018

May 2018 to Present

December 2017/January 2018

March/April 2018

FY 2017-18

May-July 2018

Aug. 2018

Oct. 2018 to Present

April thru Dec. 2018

January to Present

Completed Oct. 5, 2018

Completed Oct. 15, 2018

Basics completed Oct. 31, 2018

Completed by Nov. 5, 2018

From January to Sept. 2018

October 2018 to Present

CITY OF Salisbury

INDIVIDUAL GOALS AND OBJECTIVES WORKSHEET

Instructions and Guidelines

What are goals?

Goals are statements of end results expected within a specified period of time.

How are goals defined?

For each [REDACTED]. Each goal should fit into and support the overall budget and directives outlined by the City Manager and City Council.

What are some examples?

- Evaluate water system losses and determine appropriate actions to bring losses under 15% of the water sold by June 30, 2008.
- Identify a minimum of two additional employee benefits that can be offered at little or no cost with enrollment for employees by June 30, 2008.
- Set up a Technology Committee to provide input on implementation of a Technology Plan to be effective April 1, 2008.
- Activate tax and collections modules of new accounting software and provide employee training on modules by April 30, 2008.
- Obtain five (5) new police units to update an aging fleet by June 30, 2008.

When are they set?

Annually, during budget process.

By whom?

City Council, City Manager, Department Heads, Supervisors, Employees

How Many?

Usually 4 or more. However, each department head may require a minimum number of goals, or may establish common goals which are to be included on every employee's worksheet.

May they be revised?

Goals may be carried forward from the previous year, revised, added or deleted during the review period as necessary.

How is the Goals and Objectives Worksheet used throughout the year? The goals and objectives and planned actions should be set at the beginning of the evaluation period. These should be reviewed with the employee on a regular basis during the year and feedback should be provided on progress related to goals and objectives under the Evidence of Progress/Achievement section. The Year-End Comments section should be completed at the end of the evaluation period and discussed with the employee. A Goal and Objective Worksheet should be completed for each goal.

I HAVE READ AND UNDERSTAND MY GOALS ON THE ATTACHED SHEETS.

Employee

Date

Larissa's YEAR-END COMMENTS

- ❖ Coming into a new City Department and quazi-public-private partnership, there were immediate challenges and misperceptions that had to be overcome by communicating my expertise in the operations of such entities and relying on NC Dept. of Commerce/Main Street Center Staff to assist in the education of best practices for this type of MSD tax fiduciary relationship. I have seen improvement in the willingness to allow me to lead as I had been hired to do over the last few months, which I am very pleased with as this is what I was hired to do.
- ❖ Over the last year, I have seen improvements in support, inclusion among my City colleagues as rapport and trust has been built and my varied downtown business and property development experience is being recognized. I appreciate the support and immediate inclusion by my Management Team members into higher level discussions, receiving input in EPR tool analysis, and offerings of educational opportunities. I hope now, with the recently added staff, that I will be able to concentrate and participate more in higher education through association certifications and possibly pursuing Masters Degree in near future.
- ❖ There still needs improvement in education/communication that Downtown Development is an actual City Dept., working with a non-profit partner for economic development within the MSD, as just last week a close co-worker did not understand we were a City Dept.
- ❖ Over the last year, especially the last 5 months, I have seen improvements in relationships with downtown business and property owners, as rapport and trust is being built.
- ❖ Over the last 6 months, I have seen an improvement in Board, Committee members, and business owners public statements and communications to others reflect the overall Vision, Mission, and whole program of work of DSI, not just events based.
- ❖ Over the past four months, I have seen a big increase of support and the understanding of the necessity of at least three full-time staff for the efficient operation of the Downtown Development Dept. and public-private partnership with DSI. Which makes me feel valued as a member of the City Management Team.
- ❖ I'm very excited about the future of the Downtown Development Dept. and DSI operations with two new, highly effective, energetic, proactive teammates to divvy up responsibilities in order to be an efficient, smooth working economic development engine for Downtown Salisbury. In one month, the two new staff members have caught on quickly to current systems and procedures and are eager and willing to help our cause to implement the Mission and Vision for both the City and Downtown Salisbury, Inc.
- ❖ Improvements still need to be made by me to train my staff to recognize and make suggestions to improve systems for efficiency, where possible, populate Maestro for regular use.

Respectfully submitted,

Larissa Harper
Downtown Director
City of Salisbury—Downtown Development Dept.
Downtown Salisbury, Inc.

➤ Update outdated database & add multiple emails for businesses' staff	Oct. 2017 to Present
➤ Analyze current communication outlets & improve upon them	Oct. 2017 to Present
➤ Continue to meet & get to know existing business owners & multiple staff	Present/Ongoing
➤ Work with TDA Digital Marketing partner on regular basis	Present/Ongoing
➤ Discussions & Connections through DSI Economic Vitality Committee	Present/Ongoing
➤ Offer Small business seminars/resource to consultants	Present/Ongoing
➤ Add to marketing materials/outlets benefits of public-private partnership	Fall 2018/Ongoing
➤ Encourage DSI Board Members & Cmtes to relay benefits MSD partnership	Present/Ongoing
➤ Coordinate meeting of business & property owners & DT organizations	Fall 2018/Winter 2019
➤ Create recruitment marketing materials for businesses and developers	January-July 2019

EVIDENCE OF PROGRESS/ACHIEVEMENT

TIMELINE

✓ Connected multiple (approx. 10) Tenants, Building Owners & Agents w/Grant Admins	January 2018 to Present
✓ Agents/Investors/Tenants contact me to find available incentives & property	January 2018 to Present
✓ Have updated the severely out of date DSI website, major strides in last 3 months	Oct. 2017 to Present
✓ More Committee and BOD members are referring to the DSI website	Feb. 2018 to Present
✓ Began input of BOD & Cmte Members in Maestro	June 2018-Aug.2018
✓ Met three (3) times with group interested in minority entrep. Incubator	March 2018-June 2018
✓ Invited to meet with IDEA Center Re: possibilities of downtown location	March 2018-Present
✓ Economic Vitality Cmte began Lecture Series & gained F&M sponsorship	Oct. 2018
✓ Coordinated tour to Flywheel@Davidson College	Nov. 2018
✓ I utilized intern to begin better communication with database using Survey Monkey, Doodle Polls, as well as increasing the database with emails for multiple staff of businesses	June 2018 to Present
✓ More business owners and staff are responding to our request for participation	August 2018 to Present
✓ DSI Promotions Chair & I meet with TDA Digital Marketing Staff regularly	July 2018 to Present
✓ EV Chairperson/BOD V-Chair including me more in meetings & discussions	Aug. 2018-Present
✓ Improvement seen w/Board Officers valuing my experience/dedication	Aug. 2018-Present
✓ Well attended "Age of Amazon" small business seminar	June 2018
✓ Decrease in negative communications coming from existing business owners	June 2018
✓ Discussions among business owners are reflecting improved DSI relations	Aug.2018-Present
✓ Increase in DSI Board & Cmte members accurately relaying benefits	June 2018
✓ New M&E Staff and I have planned route, set times, & are visiting bus.owners	Nov. 2018
✓ New Marketing & Events staff & I planning gathering for all businesses, property owners, and organizations located within MSD, which will include discussion on regularly occurring Friday events	Nov. 2018

4. **GOAL AND OBJECTIVE**

Concentration Area: Redevelopment through Improved Accessibility & Design

To contribute to the process of completing a comprehensive parking study for the Municipal Service District.
(Corresponds with City Council FY18-19 Goals)

PLANNED ACTIONS

- Express importance of being included on any studies with other City Staff
- Encourage City Staff to report/include DSI Design Cmte on input
- Assist in coordinating conversations b/t DT stakeholders & consultant
- Communicate the importance of third party study & input w/stakeholders
- Assist with communicating study results & any post-study tasks
- Add the accomplishment of study to all media avenues and marketing materials

TIMELINE

Oct. 2017
Oct. 2017
When Study Begins
During Study Period
After Study Period
After Study Period

EVIDENCE OF PROGRESS/ACHIEVEMENT

- ✓ City Staff were open to discussions and gaining my input on parking
- ✓ City Staff regularly report at DSI Design Cmte meetings & open to input
- ✓ Included in dialog, input, on in-house parking research project
- ✓ Provided advice and completed parking study as example from prior downtown
- ✓ Included in RFP review & selection process of parking study consultant

TIMELINE

Oct. 2017 to Present
Oct. 2017 to Present
Nov. 2017 – Jan. 2018
Jan. 2018 to Present
Nov. 2018

5. **GOAL AND OBJECTIVE**

Concentration Areas:

Property Development

Business Retention & Business Owner Relations

Business Recruitment

Continue to build rapport with existing business owners, their staff, property owners and their agents, educating on the purpose of DSI and the spectrum of benefits the organization brings to them, communicating current incentives available, as well assist in the study of creating an investment fund for small and minority businesses, to encourage redevelopment of downtown underutilized properties, reduce vacancies in commercial space, and attract new, market rate tenants that will fill gaps of uses with the MSD.
(Corresponds with City Council FY18-19 Goals)

PLANNED ACTIONS

- Familiarize BOD & Cmte members w/info found on DSI website & ask they refer to it
- Update the severely out of date DSI website with available properties & businesses
- Populate new inventory database (Maestro) to track property improvements, lease rates, occupancy & other data to improve annual reporting to NC Dept. of Commerce/MainStreetCenter
- Pass my card/schedule meetings w/building owners & tenants
- Ask DSI board & committees & others to assist in personally connecting me
- Communicate to property owners/agents benefits of free DSI marketing assistance
- Use various forms of media to communicate available units for lease & sale
- Ask Board & Committee Members to refer potential grantees to me/DSI website
- Meet with other parties interested in creating angel investment group
- Meet with other parties interested in entrepreneurial incubator resources
- Pass along resources (NC Rural Center, CCOG) that have low-interest loans
- Placed on Agenda for discussion at DSI Economic Vitality Cmte

TIMELINE

Oct. 2017-Present
Oct. 2017-Present
June 2018-Present
Present/Ongoing
Present/Ongoing
Present/Ongoing
Present/Ongoing
Present/Ongoing
Jan. 2018 to Present
Present/Ongoing
Present/Ongoing
Present/Ongoing

2. GOAL AND OBJECTIVE

Concentration Area: Empire Hotel Re-Development

Continue to support efforts for the sale and redevelopment of the Empire Hotel into viable residential commercial and retail space. (Corresponds with City Council FY18-19 Goals)

PLANNED ACTIONS

- Facilitate/Coordinate any on-site meetings when developer requests
- Facilitate/Coordinate meetings with City and County Depts.
- Continue meetings as scheduled with Development Team
- Connect Developer with potential retail/co-working/live-work tenants

TIMELINE

Present/Ongoing
Present/Ongoing
Ongoing until fully developed
Ongoing until comm space full

EVIDENCE OF PROGRESS/ACHIEVEMENT

- ✓ Meetings with Developer and City improved
- ✓ Five (5) Open Houses scheduled with successful attendance
- ✓ Progress made with HUD process, my speaking to Underwriter
- ✓ Worked with lenders and appraiser to renew Balloon Loan for DSI
- ✓ LGC approved Master Lease
- ✓ Documents signed

TIMELINE

Nov. 2018 to Present/Ongoing
Oct. 2018 to August 2018
May 2018
June-August 2018
Oct. 2018
Oct. 2018

3. GOAL AND OBJECTIVE

Concentration Area: Redevelopment of Downtown through Beautification, Infrastructure

To be included in discussions and activities regarding City/DSI investment in streetscape and infrastructure improvements to enhance appearance, accessibility and livability of downtown Salisbury which will support economic and residential growth efforts including Bell Tower Green, the Empire Hotel, and expansion of passenger rail service. (Corresponds with City Council FY18-19 Goals)

PLANNED ACTIONS

- Discuss inventory of streetscape and infrastructure improvements w/ City Staff
- Relay the importance to City Depts of my inclusion in downtown improvements
- Encourage attendance of City Public Works & Planning Staff to DSI Design Cmte
- Coordinate correspondence b/t DSI Design Cmte & Planning staff outside of mtg
- Facilitate/Connect City and Design Cmte to Update 2010 Downtown Master Plan
- Activate Empty Windows owned by private individuals partnering with DSI
- To be included in Bell Tower Green planning conversations
- Ensure all RFPs/marketing materials/conversations w/developers inc. RR expansion

TIMELINE

Present/Ongoing
Present/Ongoing
Present/Ongoing
August 2018 to Present
Present to July 2019
Present to July 2019
Present/Ongoing
Present/Ongoing

EVIDENCE OF PROGRESS/ACHIEVEMENT

- ✓ Revived DSI Design Committee meetings (had not met for 1.5 yrs)
- ✓ City Planning, Public Works, Engineering Staff reg. attend DSI Design Cmte
- ✓ Met with Alyssa & Kyle to discuss grants and current inventory
- ✓ Master Plan review & edits began in DSI Design Cmte w/City Staff present
- ✓ Began partnership w/volunteer to activate Empire Hotel windows
- ✓ Created good working relationship with out of town owner of multiple props
- ✓ Meet and connect with property owners weekly
- ✓ Included in conversations with Bell Tower Green Design Consultant
- ✓ Future additional Amtrak service and current schedule added to Plaza RFP

TIMELINE

Oct. 2017 to Present/Ongoing
Oct. 2017 to Present/Ongoing
Oct.-Nov. 2017/Ongoing
June 2018/Ongoing
Feb. 2018 to Present/Ongoing
Feb. 2018 to Present/Ongoing
Oct. 2017 to Present/Ongoing
Spring/Summer 2018
Nov. 2018